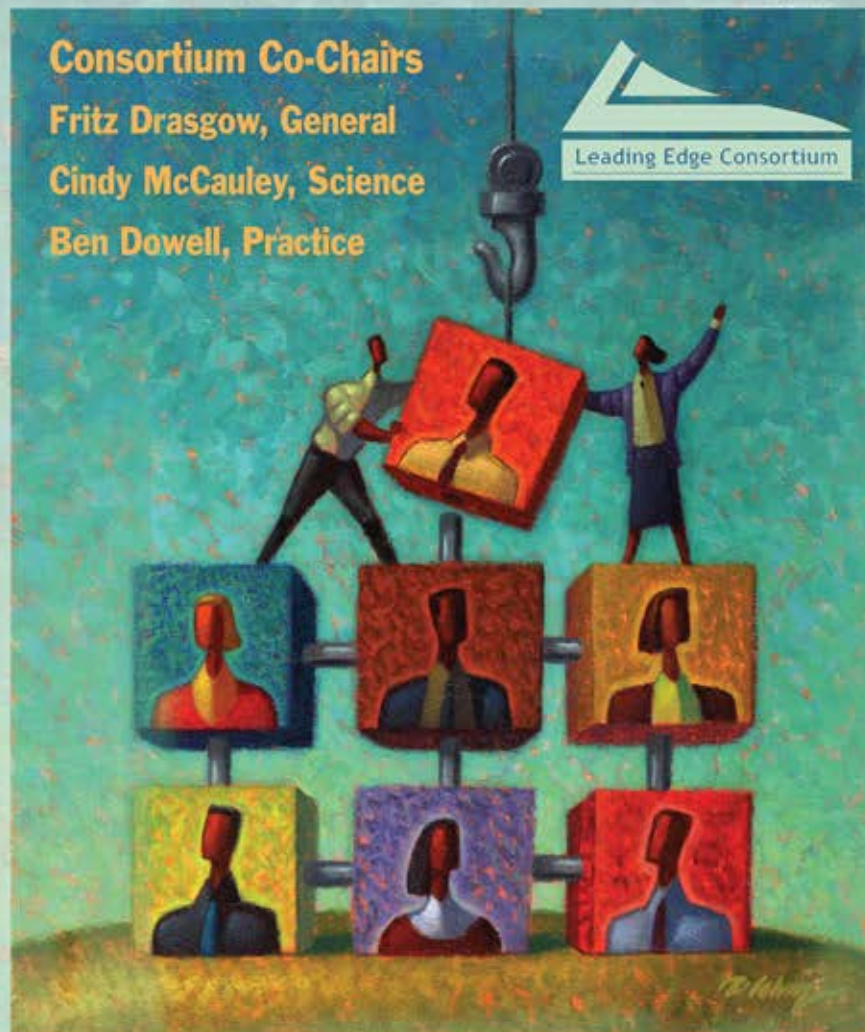


Talent Attraction, Development, and Retention: The Leading Edge

2nd Annual SIOP Leading Edge Consortium



October 27-28, 2006
Charlotte Marriott Southpark, Charlotte NC

From the Consortium Co-Chairs

Welcome to Charlotte and the 2nd Annual SIOP Leading Edge Consortium, an event we know you will find thought provoking, informative, and fun. During the consortium, speakers at the forefront of the practice and science of talent management will present leading-edge knowledge in a highly interactive format. To encourage networking and collaboration, we also offer two receptions and the popular topical dinner event. We have enjoyed the opportunity to serve as co-chairs for this meeting and hope you will find it to be enriching and stimulating. We especially thank our presenters, our sponsors, and you for your active participation in this consortium.

Fritz Drasgow
General Chair

Ben Dowell
Practice Chair

Cindy McCauley
Science Chair

What is SIOP?

The Society for Industrial and Organizational Psychology is a Division within APA that is also an organizational affiliate of APS. The Society's mission is to enhance human well-being and performance in organizational and work settings by promoting the science, practice, and teaching of industrial-organizational psychology. Towards this end, SIOP:

- Supports SIOP members in their efforts to study, apply, and teach the principles, findings, and methods of industrial-organizational psychology
- Provides forums for industrial-organizational psychologists to exchange research, insights, and information related to the science, practice, and teaching of industrial-organizational psychology
- Identifies opportunities for expanding and developing the science and practice of industrial-organizational psychology
- Monitors and addresses challenges to the understanding and practice of industrial-organizational psychology in organizational and work settings
- Promotes the education of current and future industrial-organizational psychologists
- Promotes public awareness of the field of industrial-organizational psychology



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SIOP would like to thank and recognize the 2006 Fall Consortium sponsors.

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A Word About Topical Dinners

Topical dinners will take place Friday evening after our reception at a number of off-site restaurants. This optional event is an opportunity to join your colleagues for a relaxing discussion of topics of the day at a top Charlotte restaurant. The sign-up process was conducted online in advance of the Consortium. Several slots are still available to sign up for during the conference, but this must be done no later than noon Friday. Seating is limited and you will be responsible for the cost of dinner. Several restaurants are within walking distance. Transportation will be provided to those not within walking distance.

Thursday, October 26, 2006

4:00–8:30 p.m. – Registration, Lobby

6:00–7:30 p.m. – Early Arrival Reception

Friday, October 27, 2006

7:00–8:15 a.m. – Continental Breakfast

8:15–8:30 a.m. – Welcome/Introduction-Fritz Drasgow, Consortium General Chair

8:30–9:00 a.m. – Keynote Address: *Changing Market and Workforce Dynamics: Implications for Management of the I-O Professional Services Firm*
Bill Macey, CEO of Valtera Corporation

The traditional business model of I-O consulting firms is challenged by new market forces as well as changing expectations of staff professionals regarding their work lives. Bill will address the implication of these dynamics on the strategy and management of the firm with particular attention to the attraction, retention, and development of I-O professionals.



9:00–10:00 a.m. – **Module 1: *Innovative Practices in the Best Companies to Work For***

Our panelists - all of whom are I-O psychologists working in one of the companies on *Fortune's* 2006 list of best places to work - will share one of their organization's innovative talent management practices. They will describe the challenge the practice was designed to address and how the practice fits with their organization's culture.

Executive Development at Genentech: A Targeted Approach for Building the VP Pipeline
Nisha Advani, Director of Executive Development, Genentech Inc.

Integration of Talent Management and Leadership Development with Global Business Strategy at Nike
John Howes, Global Director of Performance, Organization Development, & Training, Nike Corp.

my Microsoft
Jeff McHenry, Director of People and Organization Capability, Microsoft Corp.

Leading from the Heart: Starbucks Legacy of Commitment
Maura Stevenson, Director of Partner Insights, Starbucks Coffee Co.

10:00–10:30 a.m. – Break

10:30–12:00 a.m. – **Module 2: *Strategic Talent Management***

Are You Experienced? Building Bench at PepsiCo
Allan Church, VP of Organization and Management Development, PepsiCo

The ability to attract, develop, and retain key talent to drive sustained business growth and ensure leadership succession is critical for organizational success. This session will cover PepsiCo's approach to talent management, including high potential identification and a review of key processes and tools that support and reinforce our emphasis on bench building.

Talent Market Segmentation

Peter Fasolo, VP for Global Talent Management, Johnson & Johnson

Market segmentation and measurement of a Company's leadership talent is critical to maximize the execution of its strategy. Peter Fasolo, the Global Leader of Talent Management for the Corporation, will discuss how Johnson & Johnson identifies the critical success factors and capabilities required to execute Company wide and Division strategies across its diversified portfolio of healthcare businesses.

The future capabilities are compared to the current state of key leadership to isolate the high priority talent areas. Deep assessments of performance, potential, bench and diversity is performed to determine the Company's "buy and build" decisions, drive succession planning and talent reviews with Johnson & Johnson's Executive Committee.

Peter will also share how Johnson & Johnson is segmenting key talent pool areas for development across the Company and the use of strategic action learning forums with top leaders for innovation and personal leadership development.

12:00 noon – 1 p.m. – Lunch with Small Group Discussion

1:00–1:30 p.m. – **Facilitated Discussion**– Facilitated by Ben Dowell, Consortium Practice Chair

1:30–2:30 p.m. – **Module 3: *Attracting and Retaining Diverse Talent***

New Ways of Working to Retain High Talent

Ellen Kossek, Professor, School of Labor & Industrial Relations, Michigan State University

Leaders and organizations need to adapt to changing labor force and global work environments that require flexible new ways of working. In recent years more employers have established flexible work arrangements and informal practices to support talented individuals who want to work in different ways to accommodate shifting priorities in their personal and professional lives over the life span. Although employers are spending millions of dollars to adopt work-family-life policies, businesses are still struggling to find out how to better integrate flexible practices into workplaces and effectively manage people working in new ways. The presentation draws on recent research studies that have been completed or are in progress including studies funded by the Alfred P. Sloan Foundation

Diversity Implications for Development and Retention of Senior Level and High Potential Leaders: Learnings and Innovations

Dana McDonald-Mann, Senior VP and Director of Executive Development, Wachovia Corporation

This presentation will discuss the philosophical approach to diversity and organizational development at Wachovia over the last 10 years. In particular, current efforts to integrate diversity interventions into leadership development solutions for senior level, high potential White women and men and women of color. The goal of this work is to leverage and retain leadership talent.

2:30–3:00 p.m. – Break

3:00–4:30 p.m. – **Module 4: *The Leading Edge in Emerging Practice and Research***

Avoiding the Dreaded Bumper Sticker and Other Hazards: On-Boarding Senior Executives at Bank of America

Eric Elder, Senior VP of Executive Recruiting and Development, Bank of America

Executives face a variety of challenges as they transition into a new role. Enhancing the on-boarding process is rapidly becoming an imperative for many organizations seeking to maximize the significant

investment that they have made in hiring new executives. This presentation will review current on-boarding practices at Bank of America.

Increasing Human and Social Capital by Applying Job Embeddedness Theory
Brooks Holtom, Assistant Professor, Georgetown University

Through extensive research, my colleagues and I have developed a framework for increasing human and social capital in organizations. We call this theory job embeddedness. Across multiple industries, we have found that job embeddedness is a stronger predictor of important organizational outcomes such as employee attendance, retention, and performance than job satisfaction and organizational commitment.

Employing Team-Based Learning Methodology to Develop Cross-Functional Business Insight in the Executive Talent Pipeline
Nancy Jagmin, President, Jagmin Consulting, former VP, Organization Capability, Frito-Lay North America

This presentation describes the application of team-based learning methodology to build total business insight and ownership in an executive leadership development program at Frito-Lay North America. The objectives of the program were to: (a) build ownership for both the total P&L and the strategic business agenda and (b) improve cross-functional collaboration in support of making on-going business trade-offs. The faculty for the course was the Frito-Lay CEO and the senior executive team. Over 100 mid-level executives participated in this program in 2005. Evaluations by both the participants and the faculty indicate that the methodology accelerated the integration of deep functional expertise with its place in the total business agenda. The methodology also facilitated opportunities to learn from each other across traditional functional boundaries, forming the foundation for improved collaboration back in the workplace.

Leading Edge Case Studies

Glenn Hallam, Founder, Creative Metrics, and **Gary Johnsen**, Director of Operations, Creative Metrics

SIOP and Creative Metrics gathered case studies on leading-edge practices - novel, interesting or advanced work in areas such as identifying talent needs, attracting, recruiting, selecting, and developing talent. Glenn Hallam and Gary Johnsen will provide a summary of the case studies, including the driving rationale, unique features and outcomes of the practices.

Through the use of an audience response system, we will work with the audience to identify current areas of leading edge practice and the most important areas for development in the future.

4:30-5:00 p.m. – **Keynote Address: *Fads, Fashions, and Folderol* Revisited***

Bob Eichinger, CEO of Lominger Ltd., Inc. (30 min)

Even though we have well validated tools, applications, solutions, and best practices, actual adoption and practice lags science by a significant amount. *Marv Dunnette speculated on the topic in his famous 1965 invited address to Division 14 – Fads, Fashions, and Folderol in Psychology. Has anything changed over the last 41 years? Unfortunately, crap still sells today. We will explore the reasons.



5:00-5:05 p.m. – Closing announcements/CE evaluations

5:30–7:00 p.m. – Reception

7:00–10:00 p.m. – Topical Dinners, various area restaurants

Saturday, October 28, 2006

7:00–8:15 a.m. – Continental Breakfast

8:15–8:30 a.m. – Comments – Fritz Drasgow

8:30 – 10:00 a.m. – **Module 5: *State of the Art in Talent Development***

State of the Art in Talent Development

Paul Yost, Senior Research Specialist of People and Organization Capability, Microsoft Corp.

The presentation will describe the talent management system that Microsoft has built to capture and leverage key experiences for each of the career tracks in the company. The presentation will focus on the talent management framework, implementation issues, how it is being integrated into other HR systems, and lessons learned.

The Science and Practice of Formal Mentoring Programs

Lillian Eby, Associate Professor, University of Georgia

Organizations are increasingly using mentoring as a way to develop employee talent. This presentation will summarize what we know about the benefits and potential pitfalls of mentoring in organizations and offer best practices in formal mentoring to guide the effective design, administration, and delivery of these programs in organizational settings.

Long Distance Assessment Center: What Technology Has Made Possible

Deborah Rupp, Assistant Professor, University of Illinois-Urbana-Champaign

For decades, both the scholarly and practitioner-oriented literatures have called for research on the feasibility of automating assessment center processes. This need is heightened with the globalization of the modern workforce and the need to conduct remote assessment, often over seas, as quickly and cheaply as possible, without compromising the validity of this behavioral assessment method. This presentation will outline a 2-year project, conducted by the University of Illinois and the Korean Psychological Testing Institute, aimed at developing and validating a long distance assessment center system (LD-AC). First, a model will be introduced outlining the many points of potential automatization in the AC process. Then, the challenges in developing a system that is simultaneously inexpensive, fast, and valid are presented. Finally, a demo of our LD-AC system will be provided along with essential success specifications. The presentation will conclude with an outline of research questions still needing to be addressed regarding remote assessment, previously unanswered research questions that LD-ACs will allow us to explore, and guidelines for practitioners interested in setting up LD-ACs and other computer- and video-based assessments of their own.

10:00–10:30 a.m. – Break

10:30 a.m.–11:30 a.m. – **Module 6: *Talent Management From an International Perspective***

Web-Based Recruitment: Applicant Reactions and Organizational Practices in Europe

Neil Anderson, Professor, University of Amsterdam

Many major organizations have implemented Web-based recruitment and candidate assessment procedures over recent years. Indeed, the growth in use of Internet-sites for recruitment and assessment has been extremely rapid, both in the North America and Europe. Yet, organizations commonly have

notably little information on the impact of such new technology-based procedures in comparison to more traditional pen-and-paper based recruitment systems, or upon the reactions of applicants to Web-based procedures. This paper will present the key findings from a three-country study conducted within a major financial services organization in Europe with also a presence in the American market into applicant reactions. Applicant reactions were measured in the Netherlands, the UK, and Belgium, revealing interesting cross-country differences to identical screen-based information and prompts. Reactions from 1,360 respondents who actually applied to the organization over a 4-month period in early 2006 were generally positive to this mode of application, but a number of issues for design, validation, and impact were found.

This paper will present key findings, discuss critical aspects of the online recruitment process, will highlight international dimensions, and will highlight the national 'barrier-less' nature of recruitment via Web-based systems. Implications for the professional design of Internet-based Web sites for recruitment will be raised as will highly pragmatic issues over the layout, efficiency, and user-friendliness of Web-based recruitment systems.

How the War for Talent has Driven Assessment Practice Onto the Internet

Dave Bartram, Research Director, SHL Group PLC

The Internet has opened up the use of testing to support talent management in recruitment and development. Changes in practice have moved ahead faster than research. However, we can now begin to see what works and what does not and provide guidelines on good practice for remote assessment.

11:30–12:00 p.m. – Keynote Address: *They Can Do It. You Can Help –Inside Home Depot's Talent Management Process*

Leslie Joyce, VP and Chief Learning Officer, Home Depot

Talent channels are essential to the success of an organization that selects and places almost 14,000 leaders every year. In the past 5 years, The Home Depot has focused relentlessly on expanding channels and ensuring success. This session will provide practical insight into what has worked well and what is still a “work in progress.”



12:00–12:15 p.m. – Announcements

12:15 – 1:15 p.m. – Lunch with Small Group Discussion

1:15–2:15 p.m. – Facilitated Discussion – Facilitated by **Cindy McCauley**, Consortium Science Chair

2:15–2:30 p.m. – Closing Remarks – **Fritz Drasgow**

Don't miss these upcoming SIOP Conferences!

***Look for location and program announcements for the
2007 Fall Consortium in the spring at www.SIOP.org/LEC!***

April 27-29, 2007: New York, NY, The Marriott Marquis

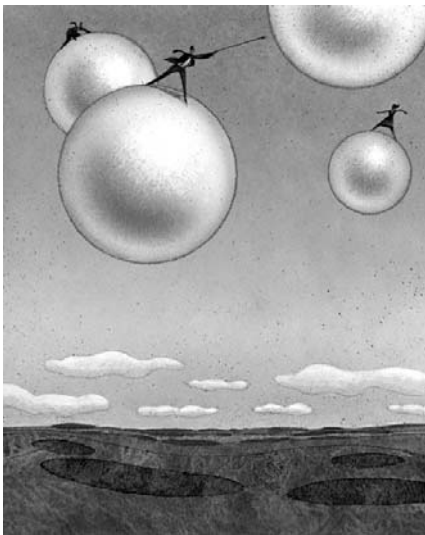
New, expanded 3-day conference premiers in 2008!

April 10-12, 2008: San Francisco, CA, Hilton San Francisco & Towers

April 2-4, 2009: New Orleans, LA, Sheraton New Orleans Hotel

April 8-10, 2010: Atlanta, GA, Hilton

April 14-16, 2011: Chicago, IL, Hilton



**2005 Leading Edge Consortium DVDs
available on the SIOP Web page!**

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Selection, Globalization, and
Ethics of Talent Management**

Get all 4 DVDs for \$49.95 (plus \$2.50 shipping)

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2006 DVDs coming soon! Keep watching the SIOP Web site!



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